

## **PARTNERSHIPS**

A partnership built on shared outcomes between Missouri's new Workforce Development System and the unemployment insurance system, social services system, and education system will help unemployed workers, welfare clients, students, and control employer costs.

Working closely with One-Stop Career Center partner agencies is critical to the effective delivery of employment and training services. Unemployment Insurance, Social Services, and Education must be key partners in the new Workforce Development System.

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### **UNEMPLOYMENT INSURANCE PARTNERSHIP**

#### **STRATEGIC ISSUE**

Moving Employment Service Operations from the Department of Labor and Industrial Relations to a new Division of Workforce Development requires a plan to keep the Division of Employment Security as a working partner within the Workforce Development System. A working relationship that mutually supports the Regional Telephone Claims Centers as local working partners within the One-Stop Career Center System.

The President has stated that Unemployment Insurance should be better considered as "Reemployment Insurance". An expanded role for our Unemployment Insurance partners' active involvement in the reemployment of claimants within the Workforce Development System is needed.

#### **DESIRED OUTCOMES**

An effective system ensuring that unemployment insurance customers are successful after entering the Workforce Development System will be displayed by improved placement rates; shorter periods of unemployment; and higher wages with longer retention rates upon reemployment. The development of a timely work registration upon filing an initial claim will facilitate these results and create a return on investment.

#### **STRATEGIES**

It is vital to the success of the new Workforce Development System that a strong working relationship exists between the Division of Workforce Development and the Division of Employment Security's Unemployment Insurance System. There is a common stake between this partner and the Workforce Development System. Our commonly held outcomes of the individual claimant's quick return to employment requires a relationship of mutual support and cooperation in order to benefit the job seeking and employer customers we both serve. A linkage that will help the rapid reemployment of claimants while controlling employer costs. To ensure accountability to the claimants and employers served, One-Stop Career Centers will track and report on their reemployment effectiveness.

To improve on the current customer service system, an Unemployment Insurance – Workforce Development Taskforce was created. Taskforce members included pri-

vate sector employers, representatives of labor unions, technical experts, and employees of the Unemployment Insurance's Regional Telephone Claims Centers and local Employment Service and Job Training Partnership Act programs from across the state.

A strong partnership has existed between the Divisions of Employment Security and Job Development and Training, focusing on worker profiling and reemployment services. Building upon this current partnership will ensure that Missouri's unemployment insurance claimants continue to receive effective reemployment services from the new Workforce Development System. Memorandums of Understanding and other agreements should be created to ensure a strong partnership continues between the Division of Employment Security and the new Workforce Development System. As well, local and state level working relationship agreements should be put in place to allow productive liaisons between the two systems.

The Workforce Investment Act requires that information regarding filing claims for unemployment insurance compensation be available at One-Stop Career Centers. This act's regulations, which may be available after February 1999, will further define local One-Stop Career Center involvement with the unemployment insurance system as well as future agreements between the partners as daily working relationships evolve.

The relationship between the Unemployment Insurance System and the new Workforce Development System will rely heavily on the electronic exchange of information. To ensure Missouri's Unemployment Insurance customers are served in a

timely manner, the roles of the Division of Employment Security's Regional Telephone Claims Centers and the local One-Stop Career Centers will have to be well defined.

The Transition Team is recommending that the Division of Employment Security's Regional Telephone Claims Centers assist claimants for unemployment insurance benefits by:

- creating an automated partial work registration and referral to the nearest One-Stop Career Center from data received at the time a claimant files an initial claim;
- providing claimants with One-Stop Career Center addresses and Internet reemployment information sources (**Missouri WORKS!** and America's Job Bank), at the time the initial claim is filed and encourage them to seek reemployment services before their first required in-person four week reporting date;
- revising the *Information for Workers* booklet, which is mailed to all individuals filing new claims, including written information about One-Stop Career Centers and **Missouri WORKS!**;
- expanding the Worker Profiling model and eligibility review process to identify and refer claimants who are most likely to exhaust benefits to One-Stop Career Centers for re-employment services and training opportunities;
- reviewing claimants' continuing eligibility for unemployment insurance benefits; and
- providing unemployment insurance training necessary for employees of the One-Stop Career Centers to provide ex-

cellent service to claimants reporting in-person.

The Transition Team is recommending that the One-Stop Career Centers assist unemployment insurance claimants and employers by:

- facilitating interactions with the Regional Telephone Claims Centers for individuals with special needs who report to the One-Stop Career Center in-person;
- providing information on how to file unemployment insurance claims;
- providing contact information regarding appeals of unemployment insurance determinations and decisions;
- providing access to user friendly labor market information through tools like **Missouri WORKS!**;
- assessing claimants' knowledge, skills, and abilities to assist the filing of their work registration; and
- aiding in rapid, appropriate reemployment.

*Source of Information: Unemployment Insurance – Workforce Development Taskforce [Appendix p. 149] and the Workforce Development Transition Team*

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## SOCIAL SERVICES PARTNERSHIP

### STRATEGIC ISSUE

Welfare-to-work mandates limited time on Temporary Assistance public assistance. This requires that individuals become job ready, employed, and through job retention, families become self-sufficient.

### DESIRED OUTCOMES

A system that enables Social Services Program customers to become successful when entering workforce development services requires that they are ready for training, employment, self-sufficiency, and are provided appropriate case management support to achieve improved job retention in spite of personal crisis.

### STRATEGIES

When Congress passed the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, time limits were imposed on all individuals who received Temporary Assistance in the form of cash grants. In order to move people from welfare-to-work and self-sufficiency, it became imperative that the Department of Social Services define a role that would support the welfare-to-work customer within the social services arena.

To provide Temporary Assistance recipients with the opportunities they need, the Department of Social Services became an active partner in developing the new Workforce Development System. A Social Services – Workforce Development Taskforce was created to ensure that welfare-to-

work customers are served in a timely fashion and a strong linkage exists with the new Workforce Development System.

The Department of Social Services intends to contract with the Division of Workforce Development for services focused on welfare-to-work customers. The initial services include job development, job placement, wage supplementation, and skills based training. The contract negotiation will address specific scopes of work and the identification of outcomes, the manner and timeframes in which benchmark information will be collected and provided to the Department of Social Services. The contract will also address the process in which funds will be allocated and accounted for and the process allowable if benchmarks are not met.

The focus of the Social Services – Workforce Development Taskforce work supported the goal of outcome establishment and customer satisfaction. Although the focus was on job seekers, there was an understanding and commitment to employees for capacity building, which is a key to the success of the job seeker. Training and professional development must be provided in equal measures and is of vital importance to the success of the customer. Collocation of service partners is also an important ingredient and must be accompanied by cross-training and cross-informing.

The definition of case management has been determined to be a holistic view of the customer, (job seeker and employer) the agencies and the community in a partnership between an external customer and a broker of services to achieve agreed upon goals leading to job placement and ultimate self-sufficiency. Case management serv-

ices will be available for at least 12 months after a job seeker gains employment to assist in job retention. Information to support case management for welfare-to-work customers will have the capacity to be transferred electronically through the new Workforce Development System.

In addition, accurate assessment at the point of entry into the system will be an important component of the new Workforce Development System.

All too often childcare and transportation difficulties can derail the most determined and committed job seeker. Childcare is available to all welfare-to-work customers as soon as the journey away from welfare assistance begins. Childcare is available to all Temporary Assistance households and Non-Temporary Assistance households that meet income and need criteria. Individuals are required to pay a sliding fee based on their incomes and household sizes. Community capacity building for access to local childcare must continue with an emphasis on extended evenings and weekends. Backup childcare for days when a child is sick, or the regular provider cannot provide care, is a necessity for job retention. It also encourages incentives for those providers who enhance their services to focus on school readiness.

The creation of the new Division of Workforce Development should support a transportation infrastructure plan for any job seeker by:

- exploring some of the regional efforts underway, such projects as the Bridges to Work pilot in the St. Louis region should occur;

- continued efforts by the Welfare Reform Coordinating Committee development of a transportation sub-committee;
- continued development of software packages that are designed to connect current workers with welfare-to-work customers; and
- inviting the Department of Transportation to become a partner in the new Workforce Development System.

*Source of Information: Social Services – Workforce Development Taskforce [Appendix p. 161] and the Workforce Development Transition Team*

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## EDUCATION PARTNERSHIP

### STRATEGIC ISSUE

In the current global economy, Missourians need educational tools to compete in the constantly changing world of work. Lifelong learning is crucial to maintaining a high quality of life. From a universal perspective the majority of the State's workforce development training and education programs are provided by adult and post secondary schools and colleges which are not federally mandated or funded. The adult and post secondary education and training delivery system consists of the following Missouri providers:

- seventy adult basic education-general equivalency diploma education centers;
- fifty-seven public area vocational technical schools;
- twelve public community college districts (17 permanent campuses);
- thirteen public baccalaureate institutions;
- nearly 150 proprietary (private for profit) career schools;
- seventeen non-profit community rehabilitation programs, and
- eligible Department of Labor apprenticeship training programs.

These schools, colleges, institutions, and agencies are in place to meet the needs of the state and are able to aid local communities in tying the Community School to Careers System, Tech-Prep, A+ Schools, Customized Training, post secondary technical education, and other education and training initiatives and services to the one-stop concept.

Missouri's public and private schools, colleges, universities, community rehabilitation programs, and apprenticeship training schools serve a continuum of learners being trained and educated to enter or perhaps, re-enter the workforce.

The new Workforce Development System and Education must work together to ensure all Missouri citizens remain competitive in the market place.

## **DESIRED OUTCOMES**

A successful workforce development system will fully recognize and utilize the state's system of public and private schools and colleges as the primary provider of training and education. The desired outcomes should include:

- more short-term, open entry, open exit training courses will be offered;
- up-to-date information on courses available and their effectiveness will be available to customers;
- customers will be protected from unlicensed and unapproved schools offering services to One-Stop customers;
- staff training and credentialing will lead to greater consistency in the level of service and quality of service across the state;
- customer results will improve;
- certain workforce related functions mandated by federal legislation be consolidated;
- reliable labor supply / demand information that is current and useful will improve decision-making by training providers and customers;
- on-site customer service and other valuable resources will be provided by local and regional schools, colleges, and

institutions at One-Stops Career Centers; and

- local employer training needs will be met more effectively.

## **STRATEGIES**

### **MEET SHORT-TERM TRAINING NEEDS**

A local plan for each service region must be developed that would identify each service region's (currently known as SDA's) short-term training needs. A consolidated inventory of short-term training programs should be developed that is accessible through the One-Stop Career Center System. The Departments of Higher Education and Elementary and Secondary Education should encourage the schools, colleges, and institutions to implement numerous short-term and intermediate term programs (up to six months in length) for credit or non-credit instruction, based on a valid and reliable local needs assessment. State funding agencies such as the Departments of Higher Education and Elementary and Secondary Education need to devise incentives for public institutions to meet the short-term training needs of the state. Institutional reimbursement procedures should be changed. The Departments of Higher Education and Elementary and Secondary Education should develop quick turn-around systems for approving reimbursable or non-reimbursable short-term credit (or non-credit) training and education programs.

### **ELIGIBLE TRAINING PROVIDERS**

Guidelines for approving individual training accounts as outlined in the Workforce Investment Act of 1998 should be carefully crafted through cooperative relationships with the state, the local workforce invest-

ment board, training providers, and state and federal financial aid staff. When funds are expended, it is recommended that state general revenue and federal funds not be disbursed to any training and education provider that does not meet eligibility and certification requirements that the Governor approves under the Act. The guidelines, policies, and procedures used by the Department of Elementary and Secondary Education (Adult and Vocational Education and Vocational Rehabilitation Divisions), the Department of Higher Education, Commission on Accreditation for Rehabilitation Facilities for Community-Based Rehabilitation Agency programs should serve as a foundation for the Governor's requirements under the Act. Training providers must be certified by the State.

Care must be given to avoiding duplicative services, resources, and expenditures among multiple agencies. If existing training programs are readily available in the community, no local or regional workforce development board should operate any training or education programs / courses that are offered by the recognized schools, colleges, and institutions. In the event the primary providers are unable to provide the requested training in a timely manner the Workforce Investment Board may make alternate arrangements.

## **CREDENTIALING**

A credentialing process is strongly recommended to provide uniform training in the career development competencies necessary to assist One-Stop Career Center customers and any other customer moving through the new Workforce Development System. A standing implementation committee assigned to capacity building issues

should be established consisting of state and local workforce development partners. The Committee would evaluate state and national credentialing alternatives and recommend a credentialing process that accommodates staff at all educational levels and work experience. The selected credentialing process should be incorporated in the Missouri Training and Employment Council One-Stop Career Center Standards. It is also recommended that a professional development plan for workforce development personnel be established that allows for adequate incentives for advancement. Incentives could include, but not be limited to reimbursement for tuition, license fees and other costs that are job related.

The Division of Workforce Development and its partners should adopt as one of their priorities the funding of professional development incentives for all workforce partners. Training for career fields that require state license or certification should be modified to reflect the needs of the workforce development system and the Missouri Training and Employment Council One-Stop Career Center operating committee recommendations.

## **OPERATIONAL**

Adult and post secondary education schools, colleges, and institutions must be included in the One-Stop Service Center as a required partner. Locating One-Stop Service Centers or satellite centers in the facilities of the local public area vocational school, community college, baccalaureate institution or proprietary career school should be considered where feasible by the local Workforce Investment Boards. Adult Basic Education-General Equivalency Diploma services should be located at each

One-Stop Career Center full service site. The Departments of Higher Education and Elementary Education should adopt the new American College Testing, Inc. product called *Counseling for High Skills* or other similar product which can be used by Missouri's area vocational technical schools, community colleges, selected baccalaureate institutions and proprietary schools.

Statewide student / client management information databases should be consolidated to make client services more efficient and communicative. More current and accurate labor market information must be a priority. A system that projects future needs with a high degree of reliability and validity, and avoids the duplication of efforts undertaken by multiple state and local agencies should be created.

Schools, colleges, and institutions should be presenting results that can be related back to the Governor's Show-Me Results, Missouri Training and Employment Council Performance Measures, as well as the Departments of Higher Education and Elementary and Secondary Education and other consolidated state agency accountability measures. Adult and post secondary schools, colleges, and institutions need access to aggregated employment wage records of students' before and after training and education, while maintaining individual privacy.

## **ASSESSMENT**

Post secondary institutions need assessment information up-front on referrals to best provide, arrange and develop services to maximize system outcomes. Pertinent applicant information should be provided to the post secondary institution. To be suc-

cessful, the workforce development system should use consistent terminology. Customers should be screened and assessed into appropriate services designed for them to be successful.

## **MARKETING**

Adult and post secondary education and One-Stop Service Centers must participate in joint marketing efforts that lend mutual support to the workforce development system including the need for post secondary vocational and technical education, in particular, to meet the economic development needs and consumer information needs of the state and its citizens. The Department of Transportation should be required to place highway signs identifying the location of full service One-Stop Career Centers, One-Stop satellite sites, and adult and post secondary institutions (ie public area vocational technical schools, private career schools, and other institutions).

## **SHARED INFORMATION**

Adult and post secondary education schools, colleges, programs, and institutions must be recognized as one of the state's primary partners when long range statewide economic development plans are at stake. Post secondary education providers need accurate and timely local labor market information. Updated procedures or collection methods must be developed and information disseminated to enable post secondary institutions to meet rapidly emerging needs as they occur at the local level.



## PLANNING

State plans such as Adult Education and Literacy, Carl Perkins, Tech Prep, School-to-Work, and Welfare-to-Work and Temporary Assistance should be strategically linked to state plans under the Workforce Investment Act. Workforce Development partners should re-examine the duplication of local governance entities, with consideration given to consolidating certain similar and redundant structures. The Education – Workforce Development Taskforce believes that there are too many councils, committees and boards with membership lists that are duplicative and lack participation from local partners and fail to rotate ineffective members. Once established, at least one representative from a public adult and post secondary education institution should be represented on all newly constituted Workforce Investment Act regional workforce development boards. Additional representatives from private vocational technical institutions, community rehabilitation programs, and apprenticeship training programs are strongly recommended. The Governor and the State Workforce Investment Board, currently the Missouri Training and Employment Council, should work with local elected officials to configure the new Workforce Investment Boards with new membership and innovation as required under the Workforce Investment Act of 1998.

*Source of Information: Education –  
Workforce Development Taskforce  
[Appendix p. 171] and the Workforce De-  
velopment Transition Team*